

ANNUAL REPORT 2024

Peel Living



Peel Living

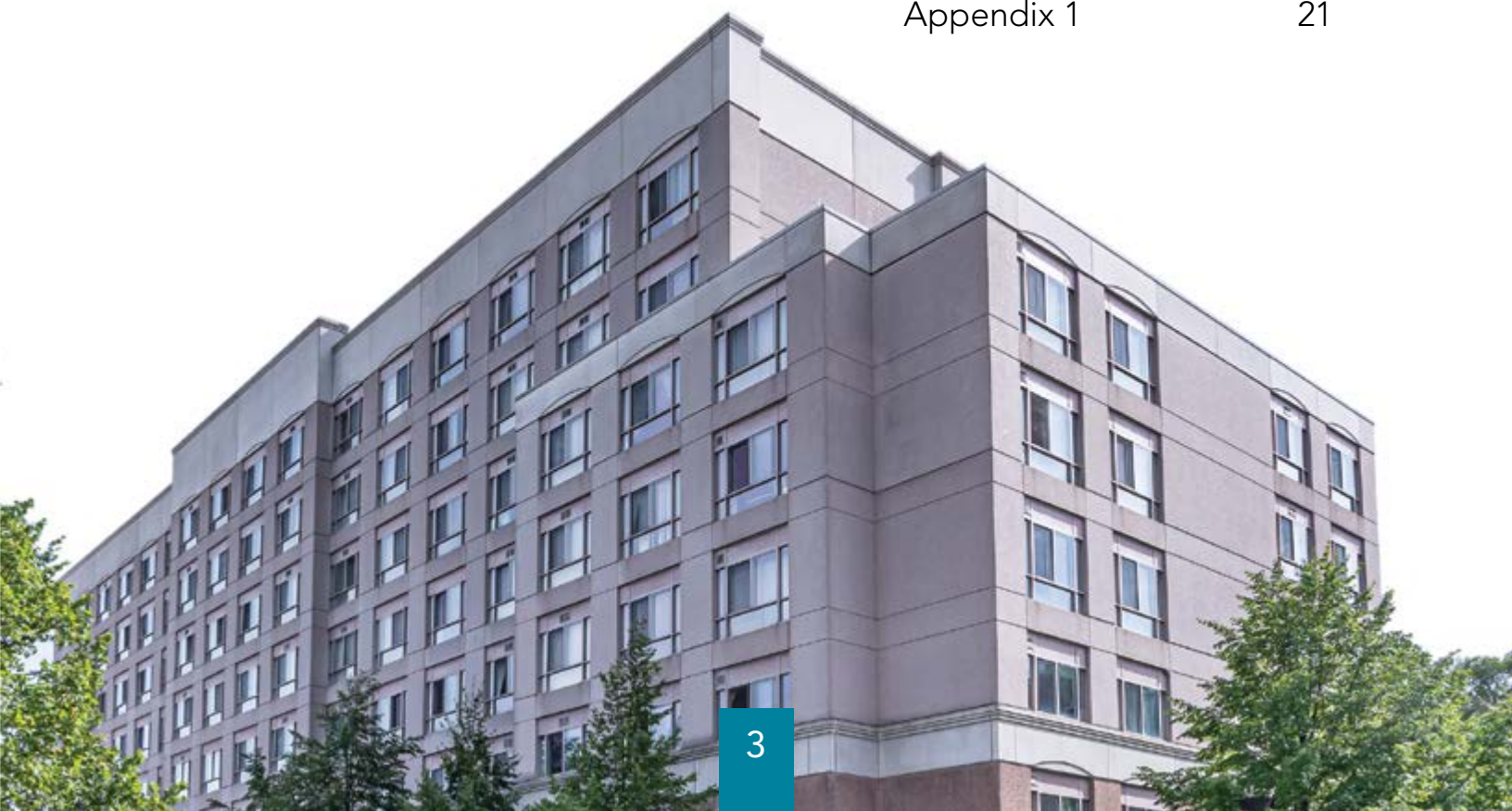
Cover image: 7095 Rexwood Road, Mississauga

Quality Housing. Tenant Relations. Financial Investment. Asset Management.



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Message from the Chair

On behalf of Peel Housing Corporation's Board of Directors, I am pleased to present the 2024 Annual Report.

Peel Housing Corporation, also known as Peel Living, is dedicated to providing safe, affordable and suitable housing to over 17,600 tenants from low- and moderate-income households in Peel Region. With 75 sites across Peel, the Peel Living building portfolio continues to expand each year to meet the growing demand for affordable housing.

This year, Peel Living implemented functional review recommendations which resulted in a dedicated tenancy management team. This has increased the range of partner programs available and strengthened Peel Living's ability to support the people who call Peel Living home.

The Annual Report also showcases Peel Living's significant investments, made possible with a 2024 capital budget of \$104.36 million. These investments are integral to ensuring our critical infrastructure is well-maintained to meet the growing needs of tenants and to keep our buildings in a good state of repair.

I would like to thank members of Peel Regional Council for continuing to support and invest in Peel Living. Our accomplishments would not be possible without continued collaboration with Peel's Real Property Asset Management, Office of Climate Change and Energy Management, Housing Services, and other Regional supports. I'm happy to share some of our key accomplishments from 2024 in this report.

Sincerely

A handwritten signature in dark ink, appearing to read 'Anthony Parente'. The signature is fluid and cursive, written on a light-colored background.

Anthony Parente
Chair, Board of Directors
Peel Housing Corporation



Message from the General Manager

This year's Annual Report provides a snapshot of key figures, program highlights and major projects that took place at Peel Living in 2024.

The new Peel Living Business Plan was launched to set practical goals and priorities while guiding programs and operations over the next four years. Our mission is to provide housing options that are affordable, sustainable, resilient, and well-maintained. I'm confident that our new Business Plan (see appendix, page 22) will help align our priorities to ensure that we meet these targets.

Our Peel Living team has been committed to on-going capital projects. I'm happy to share that 140 units were completely renovated, 131 units had kitchen and bathroom upgrades, four sites benefited from playground overhauls, and several sites received extensive exterior repairs. Projects like these require large investments of time, resources, and funding, but are integral to keep our buildings in a good state of repair for an improved tenant experience. Peel Living also successfully completed the functional review process, resulting in recommendations that will help streamline our staff and organizational resources. Through the review process, we modified the reporting structure of 51 staff members to improve operations and workflow. I look forward to seeing the results of these changes this year.

The Peel Living Community Partnership Plan will continue to provide incredible opportunities for tenants to benefit from sessions and resources provided by local community organizations. As a part of this initiative, several community partner picnics and BBQs were held throughout the summer months, which gave tenants and staff the opportunity to connect with nearby programming and services. I would like to thank all the members of the Tenant Advisory Group and our Peel Youth on a Roll volunteers for their continued contributions to ensuring Peel Living sites are well-kept and maintained.

With the increased demand for affordable housing in Ontario, Peel Living will remain committed to supporting vulnerable residents in Peel. I'm proud of the heights that Peel Living has reached in 2024, and I look forward to continued growth in future.

Sincerely

Andrea Warren
Peel Living General Manager

2024 Board of Directors



Anthony Parente
Chair

General Manager,
Water and Wastewater,
Public Works



Steve Fantin
Vice-Chair

Director of Operations
Support, Public Works



Aretha Adams
Secretary

Regional Clerk and
Director of Legislative
Services



Donna Kern
Director

Director of Senior
Services, Health Services



Christine Tu
Director

Director of Climate
Change and Energy
Management,
Corporate Services



Jabari Lindsay
Director

Director Income and
Social Supports,
Human Services
Director as of June 2024

Peel Living overview

Peel Housing Corporation, also known as Peel Living, was established in 1976 and is a non-profit community housing provider wholly owned by the Region of Peel as sole shareholder. Peel Living provides safe, affordable housing options to low- and moderate-income earners in Peel.

Peel Living owns and manages 69 residential properties and provides property management and tenancy management services for six Peel Region-owned residential properties. Additionally, Peel Living provides property management supports for three group homes, four transitional housing sites, and six community shelters.

Quality housing

Peel Living is well-maintained and contributes to the quality of life of our tenants.

Tenant relations

Peel Living provides community connections to support successful tenancies.

Financial investment and asset management

Peel Living manages its assets and resources effectively, efficiently and sustainably.

Vision statement

Peel Living is a housing provider that contributes to healthy communities in Peel and fosters a sense of pride for those who live and work there.

Mission statement

Peel Living provides housing options that are affordable, sustainable, resilient and well-maintained, as well as access to supports and services within the community.

Figure 1: Peel Living's portfolio for 2024



Peel Living's core functions

Quality housing

Peel Living works to maintain the quality of our sites and tenants' homes through routine operations. The Property Management team takes care of day-to-day building operations, and the Infrastructure Planning and Servicing team manages preventative maintenance, pest control, and capital projects.

Peel Living's sites undergo daily inspections and cleanings, along with routine quality assurance checks and scheduled monthly and annual quality control procedures. Cleaners work with superintendents, who walk the entire site every morning to identify areas that need attending to immediately and ensuring necessary repairs are taken care of promptly. Mondays and Fridays have additional tasks to keep things running smoothly over the weekends. In addition, seasonal checklists help ensure that the grounds, hard surfaces and play structures are safe.

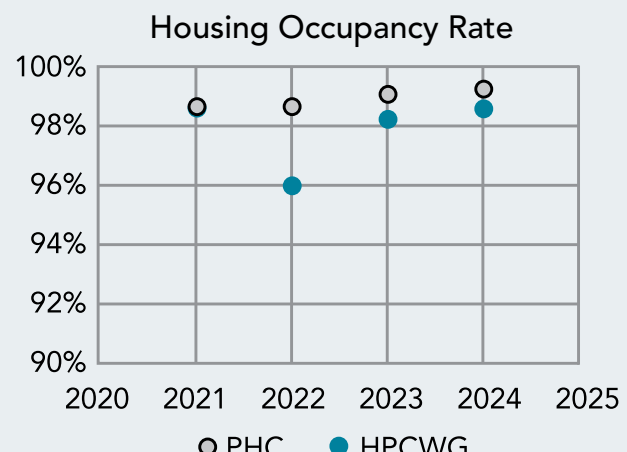
Weekly site visits are held and attended by the Peel Living management team, staff supporting the site, and representatives from Peel Region's Finance and Real Property Asset Management teams. These site visits allow for a holistic discussion of the site including property management, capital projects, tenancy issues, arrears, and community supports. These visits ensure that senior leaders understand the business from the ground up and provide critical opportunities for cross-functional communication with a focus on individual properties.

In addition to these pro-active inspections and responsive maintenance, a rigorous schedule of preventative maintenance is implemented meeting manufacturer specifications and regulated standards.

Tenant-reported repairs are prioritized and carried out by superintendents or vendors, with approximately 50,000 work orders completed each year.

Figure 2: Housing Occupancy Rate

Peel Living's average occupancy rate remains above 99% in 2024, indicating very strong sector demand for affordable housing. Peel Living is roughly aligned with the average occupancy rate of other comparable housing providers, represented here in the Housing Partnership Canada Working Group (HPCWG).



Occupied units are inspected annually to ensure that unreported repairs needed are identified and fixed, while noting cleanliness, pest, and hoarding issues that are followed up by our tenancy team when supports are needed.

Peel Living's collaborative approach to quality housing, coupled with standard operating procedures and an expanding quality assurance and quality control program, make Peel Living a great place to live and work.

Tenant relations

Community Partnership Plan

The multi-year Community Partnership Plan has successfully entered the final phase where a framework and tools have been developed and implemented to better streamline partnership development and maintenance including standardizing data collection.

Proactive Partnership Development

To address a focus area of the Community Partnership Plan — supporting seniors with aging in place — a pilot initiative was launched to fill a gap at Peel Living sites. To bring new partners and programming into our under-served Brampton senior sites, our new standardized and streamlined partner development process was put into action. This included researching potential new partners, shortlisting them, conducting outreach to gauge interest and collaborating to determine suitability.

From these efforts, William Osler (through Brampton Civic Hospital) was engaged and is primed to launch new, free, customized physical activity and healthy eating workshops at two Brampton senior sites in January 2025. Peel Living tenants will have access to the workshops lasting 60 to 90 minutes each for four to six sessions.

Although led by William Osler, the program is funded through SunLife Canada's philanthropic efforts. There is potential to expand to other Peel Living sites after the first year.

Community Partner Events

Community Partnership events were held at four Peel Living sites this year, bringing together tenants, staff, members of Peel Region's Housing Services, Early Years, TransHelp teams, emergency services representatives, and more than 15 community partners. These events provided a great opportunity to engage tenants, giving them a chance to meet Peel Living staff and to connect with services that may be helpful to them in the community. Peel Living staff appreciated the opportunity to speak directly with tenants, answer their questions about Peel Living, and listen to their concerns. The events benefited Peel Living, Regional services and community partner staff, who could meet and share experiences in-person with each other.



Peel Living staff and community partners gathered for a BBQ for tenants.

Tenant Advisory Group

Peel Living’s Tenant Advisory Group (TAG) consists of five tenant members from across the Peel Living portfolio. The group met quarterly over 2024 and members were able to provide valuable comments and feedback on the implementation of the organics program roll out, Community Partnership Plan, tenant-facing processes, and proposed service improvements. TAG provides an opportunity for tenants to voice concerns and identify areas of potential improvement that Peel Living staff may not know of otherwise, such as the installation of speed bollards at a Peel Living senior site. The TAG team also began recruitment at the end of 2024 in hopes of increasing membership numbers.

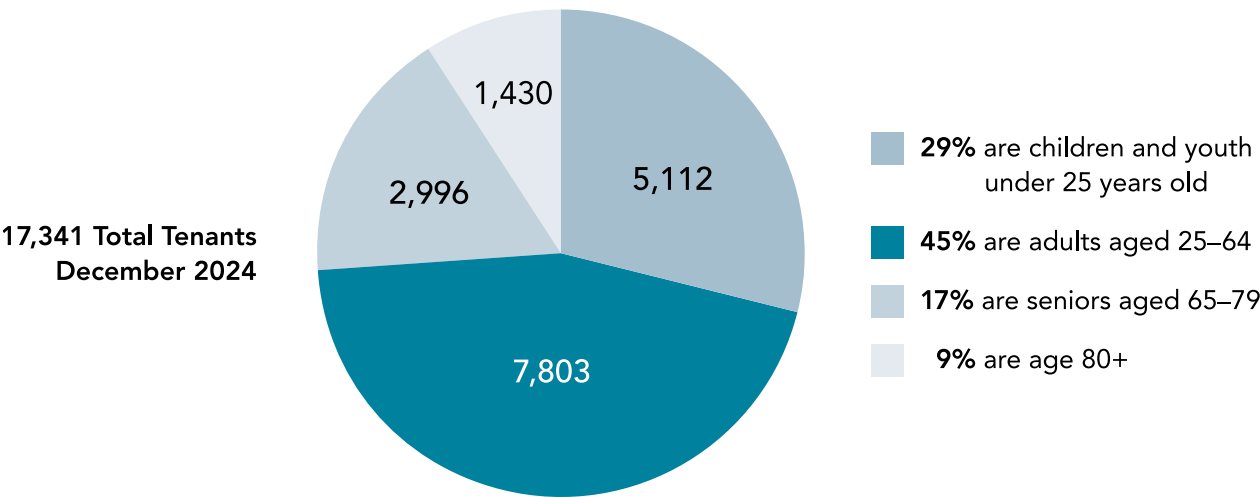
Peel Youth on a Roll

Peel Youth on a Roll Entrepreneur Program was engaged in summer 2024. Peel Youth on a Roll is a Boys and Girls Club program that builds confidence and empowers young adults to achieve their goals while providing hands on work experience. Peel Boys and Girls Club has been a long-standing and valued partner of Peel Living. Participants in the Youth on a Roll program gain confidence, social skills, trade skills, and enjoy connecting with members of the community. Partnering with Peel Youth on a Roll offers an opportunity for Peel Living to provide employment for local young people while keeping Peel Living properties looking fresh. The team of 12 students painted 180 doors, 200 fence strips, two stairwells and five 3-storey units in summer 2024.



Youth volunteers painting Peel Living fences.

Figure 3: Peel Living tenants by age group



Financial investment and asset management

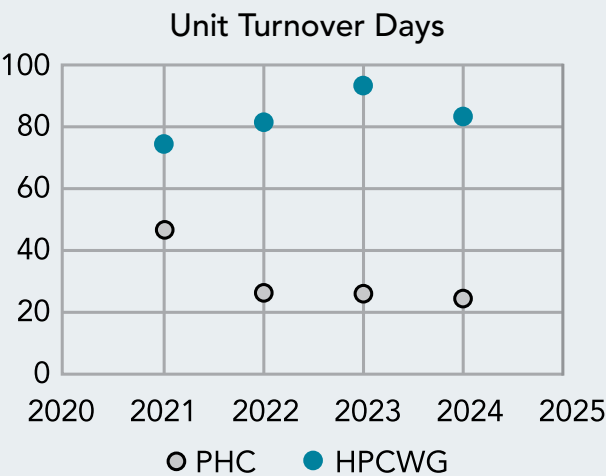
Capital projects through unit turnover

Peel Living has been working hard to make capital improvements to units, while minimizing disruption to tenants. Taking the opportunity to renovate units during turnover is an avenue to achieve capital work. There is less tenant impact through this method, and it sets up new tenants with refreshed and comfortable places to live.

In 2024, 140 units underwent complete renovation on turnover with a total annual spend of \$5.4M. The average renovation took eight to nine weeks, with an average cost per unit of \$38K.

Figure 4: Unit Turnover Days

Unit Turnover Days is the average days a unit is vacant, excluding units vacant during major renovations. Peel Living’s unit turnover days are significantly lower than comparable providers in the Housing Partnership Canada Working Group. Peel Living has reduced waste in its process to minimize vacancy losses while continuing to improve its units.



Springmill Terrace kitchen and washroom renovations

At Springmill Terrace, 131 units benefited from a major site-wide kitchen and washroom renovation project completed in 2024. This was one of the first site-wide projects completed in a manner that required extensive pre-planning and temporary accommodations for tenants. Continuous week-to-week communication among the project team members, property management, contractors and consultants was key to managing the constant schedule. Tenants are very happy with their unit upgrades!



Far left:
Springmill Terrace
renovated kitchen

Left:
Springmill Terrace
renovated washroom

Design improvements

The Design team works to continuously improve equipment and materials with the aim to improve durability, accessibility, and ease of maintenance. Design improvements on various equipment and materials such as closet doors, exhaust fan ventilation, signage, and appliances have improved durability and function.

Benefits to tenants include:

- Increased longevity
- An improved look and feel
- Signage that makes buildings easier to navigate
- Elements that are easier to maintain (closet doors, exhaust fans etc.)
- Appliances that are easier to access

Improvements are monitored with the intent to implement successful design innovations on future capital projects throughout the portfolio.



Above:
*New closet door design improves
functionality and durability*

Left:
Wheelchair accessible kitchen renovation



Graham Court townhouses – Before



Graham Court townhouses – After

Exterior capital projects

In 2024, a number of exterior capital projects were completed to keep Peel Living sites in a state of good repair. These included building envelope upgrades, replacing exterior doors, concrete stairs and railing replacements, roofing and insulation replacement, paving and parking lot repairs, among other projects.

Graham Court was given a facelift this year. Building siding and thermal insulation was replaced with new vinyl siding and semi-rigid mineral wool insulation with additional thickness for 45 townhouses. In addition, 33 units had new front doors installed. Walk-ups had concrete repairs including railing replacement.



Graham Court townhouses – After

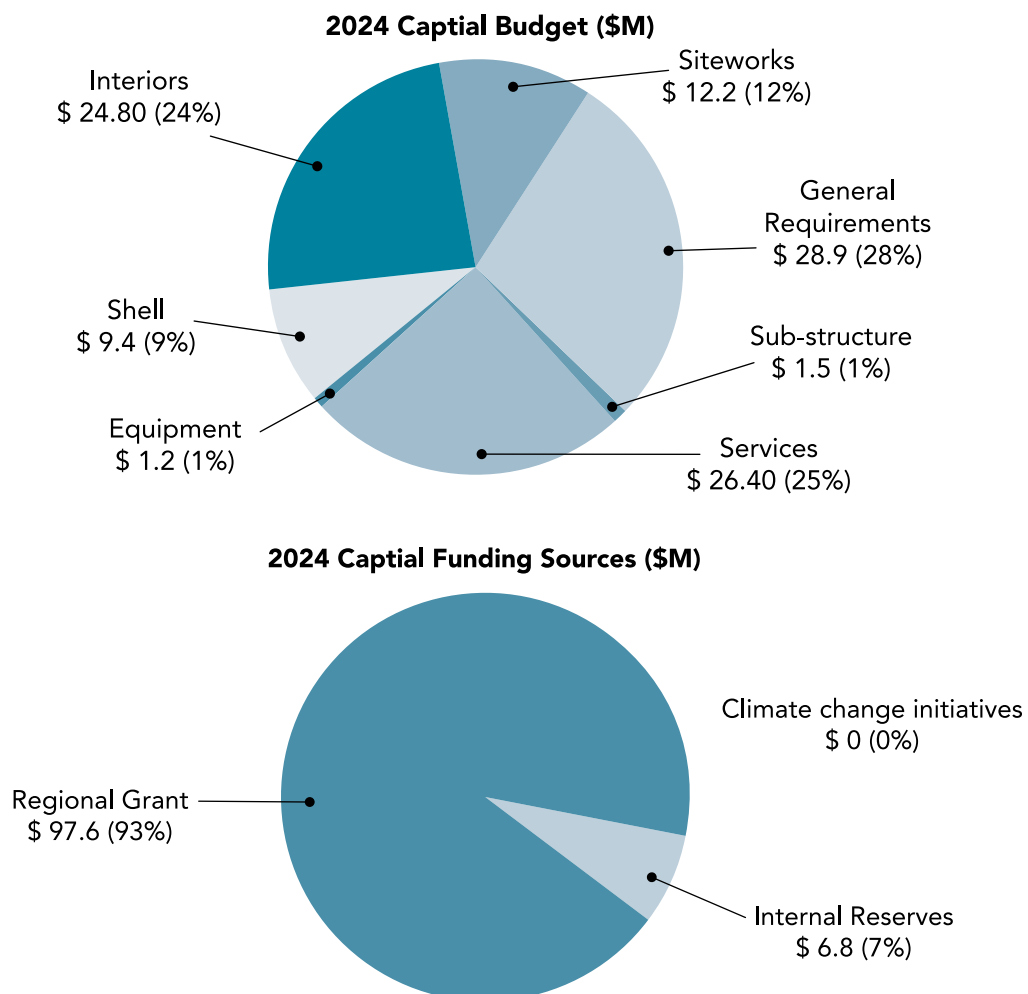
Playground upgrades

Derrybrae Place, Ridgewood Court, Westwood Place and Newhaven Manor received new play equipment, play surfaces and landscaping. The work was done in time for families to enjoy in the summer of 2024.



Playgrounds – After

Figure 5: 2024 Capital Budget (\$104.4M)



2024–2028 Business Plan progress

Business Plan launch

In May 2024, the Peel Living Board of Directors approved the second iteration of the Peel Living Business Plan. This plan was subsequently approved and endorsed by the Shareholder in June 2024. Building on the process used to create the first business plan, staff led discussions over a 14-month period with the Board of Directors and staff. These discussions considered operational context, external pressures, key documents, and feedback from both staff and tenants. Based on all these inputs, as well as engagement with Board members through workshops and one-on-one interviews, staff developed the 2024-2028 Business Plan. The Vision and Mission serve as the foundation for the Business Plan.

Vision

A housing provider that contributes to healthy communities in Peel and fosters a sense of pride for those who live and work there.

Mission

Provide housing options that are affordable, sustainable, resilient, and well-maintained, as well as access to supports and services within the community.

The Board identified four goals and 12 expected results to be realized during the next four years. The 2024–2028 Peel Living Business Plan is presented in the Appendix on page 22. Each Goal is presented below, along with key initiatives related to the goal in 2024.

Goal 1: Organizational Maturity

In 2024, Peel Living's key initiatives that support Organizational Maturity were implementation of recommendations from a Functional Review and implementation of quality assurance and quality control initiatives.

Functional review

Peel Living completed a functional review in 2024 to optimize operations. The recommendations and subsequent actions ensure the right resources are in place to support the Business Plan, build strategic capacity, and align people and resources with organizational priorities. Peel Living modified the reporting structure of 51 staff members as a result of the functional review, separating the Operations team into Property and Tenancy Management teams, and creating a new Planning and Performance team

Quality Assurance and Quality Control program

Peel Living is working to implement a series of improvements that will allow us to better document and respond to issues that arise in our buildings. One of these projects is the use of a mobile app to document Annual Unit Inspections in real time, which was rolled out to all superintendents for the first time in 2024.

In total, 7310 (97%) unit inspections were completed using the digital form. Just over 3,200 work orders were completed as a result, including 40 identifying emergency health and safety issues, and almost 2,000 urgent work orders.

This was also the first time Peel Living's Operational Building Quality Standards were applied in assessing the unit conditions across the portfolio. Superintendents were supported with training and coaching, and almost 150 audits were completed to ensure the standards were being applied consistently across the portfolio. Lessons learned have been used to strengthen upcoming QA and QC efforts in 2025.

Goal 2: Tenant Experience

Peel Living's tenants are at the heart of our work. In 2024, Peel Living focused on increasing the number of barrier-free units for tenants who need them, including the growing number of seniors.

Accessible washroom and kitchen renovations

At Peel Living, 26 percent of our tenants are over age 65 and we are working to accommodate the growing demand for accessible units. Our design guidelines are routinely improved to provide supportive and barrier-free spaces during unit renovations. The design team aims to address both current and anticipated future tenants' needs.

The team aims to strike a balance between tenants' individual accessibility needs and construction and maintenance standardization. Each unit type in each building is redesigned with functionality in mind while working within the limitations of existing building spaces.



Accessible washroom and kitchen renovations

Goal 3: Health and Safety

In 2024, Peel Living launched an Emergency Response Plan and trained all staff who work on-site.

Emergency response plan

Emergencies caused by forces of nature, accidents or intentional acts can endanger Peel Living tenants and/or properties. The Peel Living Emergency Response Plan was launched in 2024. This plan builds on worldwide emergency response best practices such as the Incident Management System and Incident Command System, as well as the Region of Peel Emergency Plan. It ensures that Peel Living has a site-specific command structure and response protocol to manage emergency incidents. Ongoing Peel Living Emergency Response Plan training is a mandatory requirement for all Peel Living site staff and training draws on real Peel Living case studies to continually enhance our response.

Goal 4: Resiliency

In 2024, Peel Living addressed environmental sustainability through the organics program and the Energy and Emissions Management Plan.

Organics program

Waste Management and Peel Living implemented a multi-residential organics program at over 70 properties within the Peel Living portfolio, transforming waste management practices in the community. This initiative allows tenants to divert organic waste from landfills at their convenience, contributing to a cleaner, more sustainable environment, promoting environmental stewardship and enhanced service delivery to tenants.

Program implementation involved feasibility studies, tailored organic bin placements, and efficiently coordinated logistics to deliver over 300 organic carts and 6,500 kitchen containers to the buildings. Stakeholders from all levels of Peel Living were included early in the planning stages to assess needs and opportunities to remove barriers to participate, and remained engaged throughout implementation to ensure smooth program delivery.

To help reduce resistance to change and foster community involvement, 95 resident engagement sessions were completed on-site. These sessions increased tenant access to program information, provided the opportunity to ask questions, and gave tenants the tools to participate effectively.

In 2024, tenants diverted 93 tonnes of organic waste from landfills through this multi-residential organics program.

Other benefits include:

- **Reduced Landfill Waste:** Organic materials like food scraps make up a significant portion of landfill waste. By diverting organics from landfills, these programs help reduce the overall waste burden.
- **Educational Opportunities:** Organics collection programs can raise awareness about waste reduction, sustainability, and environmental responsibility. They also educate the public on proper waste sorting and disposal methods.
- **Aligns with Circular Economy:** Organics collection is a key part of the circular economy, where waste is minimized and resources are reused. This helps move away from the traditional linear economy of “take, make, dispose.”

Energy and Emissions Management Plan and integrated 10-year capital plan

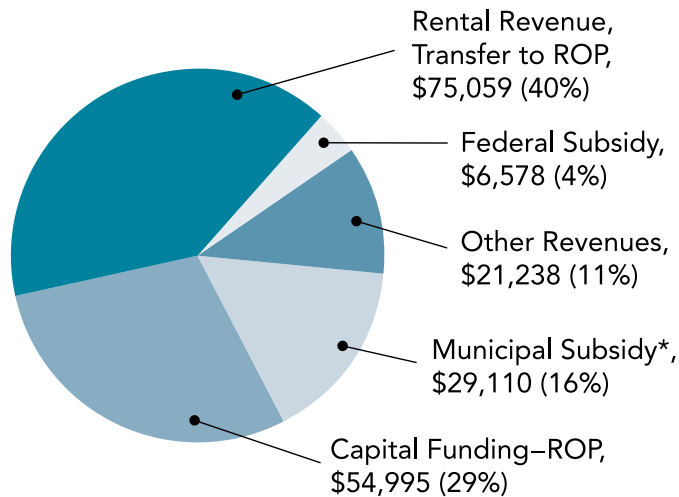
The Energy and Emissions Management Plan (EEMP) has developed a feasible pathway to reduce Greenhouse Gas (GHG) emissions for the housing program areas by 49 percent by 2030 compared to 2010 levels. This translates to 5,700 tonnes of further GHG emission reductions. Peel Living has a larger stake in the Peel Region’s EEMP Housing program areas target contributing with a potential of 5,150 tonnes of GHG emission reduction by 2030. The EEMP was approved by the Peel Living Board of Directors in April 2024.

Decarbonization measures recommended for implementation in 2025–2034 are primarily fuel switching of mechanical equipment moving off natural gas based systems to low carbon electrical technology. The EEMP implementation is estimated to have an incremental cost of \$227M for Peel Living over the existing 10-year capital plan 2025–2034 period. In addition, the EEMP implementation is expected to reduce energy costs for Peel Living buildings over the life of operation of the low carbon technology, due to higher efficiency of low carbon mechanical systems. Integration of the EEMP and the existing 10-year capital plan will improve capital project design and implementation process, reduce decarbonization cost and impact on tenants.

2024 revenues, expenses, reserves, assets

Peel Living provides quality housing, maintains its assets and supports tenants through community partnerships. Operations continue to generate annual surpluses which result in additional contributions to reserves, beyond mandatory requirements.

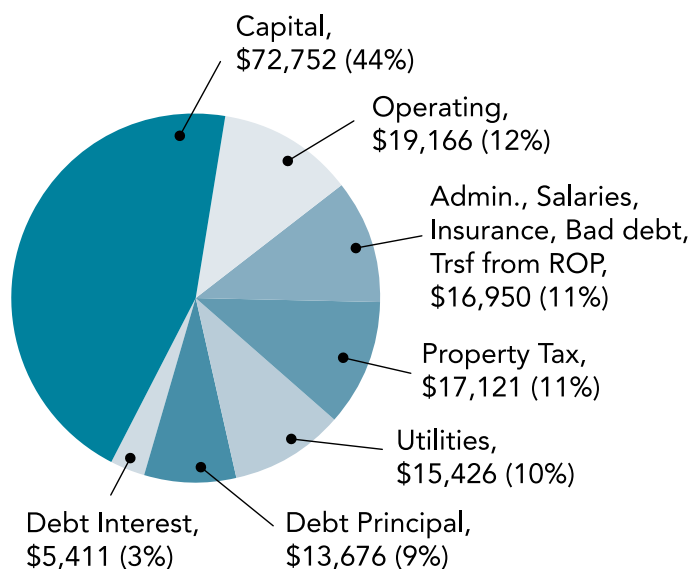
Figure 6: Total revenue by type (\$'000s)



Total Revenues = \$186,979 (\$'000s)

* Municipal subsidy includes Provincial supports

Figure 7: Total expenditure by type (\$'000s)



Total Expenditures = \$160,503 (\$'000s)

Asset portfolio 2024

- Outstanding mortgages: \$29.2 million
- Book value of assets: \$390.0 million
- Replacement value of assets: \$3.5 billion
- Outstanding long-term debt: \$89.4 million

Reserve contributions

- Net transfers to reserves: \$26.5 million

Appendix 1

Peel Housing Corporation Business Plan 2024–2028



Vision

A housing provider that contributes to healthy communities in Peel and fosters a sense of pride for those who live and work there.

Mission

Provide housing options that are affordable, sustainable, resilient, and well-maintained, as well as access to supports and services within the community.

Core functions

Quality housing

Peel Living is well-maintained and contributes to the quality of life of our tenants.

Tenant relations

Peel Living provides community connections to support successful tenancies.

Financial investment and asset management

Peel Living manages its assets and resources effectively, efficiently and sustainably.

Goals and expected results

Organization maturity

- Implement planned improvements to enhance organizational maturity*
- Prepare for business continuity through upcoming changes

Tenant experience

- Service delivery reflects diverse tenant needs
- Building attributes reflect diverse tenant needs
- Respond to community need

Health and safety

- Improve tenant and staff safety
- Improve building security
- Improve culture of well-being and inclusivity

Resiliency

- Improve financial sustainability
- Invest in and maintain the portfolio
- Improve environmental sustainability
- Improve preparedness for emergencies, including extreme weather

* In 6 domains: Business Processes; People & Skills; Business Support Services Model; Tools & Technology; Data, Analytics; Benchmarks; Operating System Governance

2025 initiatives

Organization maturity	Tenant experience	Health and safety	Resiliency
Policy and procedure gap analysis	Update tenant pathway	Complete development of the Security Master Plan	Maximize revenues including rent structures and end of mortgage agreements
Core competency staff training	Develop accessible standards for building common areas	Partner with community agencies for interventions at high-risk sites	Leverage partnerships with the Region and create social-return-on-investment partnerships
Begin continuous improvement review for key processes	Improve in-suite accessibility request process	Standardize safety training for high-risk roles	Enhance integrated capital planning
Enhance technology to support service delivery improvements	Implement recommendations of the Community Partnership Plan	Increase employee engagement and create a sense of belonging	Finalize the decarbonization policy and standards for building retrofits
Conduct reporting gap analysis and standardize current dashboard reporting	Support Housing Development projects – Chelsea Gardens and East Avenue	Empower People Leaders to prevent burnout and increase resiliency	Develop a PHC Green Infrastructure Management and Action Plan
Establish compliance and accountability framework	Improve digital service delivery options to promote efficiency	Build workforce enablement and promote sustainable wellness	Tenant education on green programs

2026 initiatives

Organization maturity	Tenant experience	Health and safety	Resiliency
Review key processes that provide role clarity and guide critical functions	(Re)launch tenant portal for self-service	Implement the Security Master Plan	Implement cost savings and expense reduction opportunities
Core competency staff training	Establish tenant onboarding program	Review and update safety protocols, policies and procedures	Annual update to capital plan based on the Climate Change Risk, Financial Planning and Infrastructure Adaptation Assessment
Continuous improvement review for key processes	Complete common room accessibility updates	Respond to staff feedback results through tactics to address current well-being and inclusivity needs	Conduct on-site audits of high-risk properties for climate hazard exposures and adaptation opportunities
Enhance technology to support service delivery improvements	Develop target for accessible units and approach to reach the target	N/A	Implement PHC Green Infrastructure Plan, including enhanced tree planting on sites to increase resiliency to climate impacts
Use technology enhancements to enable data management and performance measurement	Work with Community Partners to support the development of programming based on needs	N/A	N/A
Clear leadership accountabilities and regular reporting discussions	Partner with Health Services to pilot a new model that supports senior tenants to age in place	N/A	N/A

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2027 initiatives

Organization maturity	Tenant experience	Health and safety	Resiliency
Incorporate appropriate flexibility principals into processes to promote agility	Support diverse tenant needs and access to culturally appropriate resources	Continue the implementation of the Security Master Plan	Update parking structures and maximize revenue
Ensure all staff have learning plans and performance plans	Complete planned common room updates	Develop hubs for staff to safely meet with tenants near their home	Annual update to capital plan
Set evidence informed targets based on past performance and industry comparators	Improve in-person support through tenant hubs	Update well-being and inclusivity tactics based on staff feedback	Conduct on-site audits of mid-low risk properties for climate hazard exposures and adaptation opportunities
Enable accountability discussions for People Leaders and staff individually and in team settings	N/A	N/A	Continue implementation of the PHC Green Infrastructure Plan
N/A	N/A	N/A	Invest in low-cost/high-impact initiatives to mediate the effect of climate change on tenants



Peel Housing Corporation Business Plan 2024–2028

2028 initiatives			
Organization maturity	Tenant experience	Health and safety	Resiliency
Review all processes for client experience and ensure customer outcomes	Ensure that all lines of business focus on successful tenancy	Continue the implementation of the Security Master Plan	Explore intensification and redevelopment opportunities
Finalize end-to-end reviews for all business support services	Monitor and reinforce skills and training to support diverse service delivery	Develop hubs for staff to meet with tenants	Annual update to capital plan
Performance reporting that incorporates lessons learned to update policies and processes and revisions to benchmark and standards	Complete planned common room updates	Update well-being and inclusivity tactics based on staff feedback	Continue implementation of the PHC Green Infrastructure Plan

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